



# The Army ACQUISITION & TECHNOLOGY WORKFORCE

## A Message from New ACMO Director COL Frank C. Davis III



**COL Frank C. Davis III**  
Director, Acquisition Career  
Management Office

As 2001 begins, I am pleased to assume the position of Director of the Acquisition Career Management Office (ACMO). I consider myself extremely fortunate to have been chosen to work with you, the dedicated professionals of the Army Acquisition and Technology Workforce (A&TWF). A highly competent Army A&TWF is essential to ensure a successful transformation of the Army. It is my goal to provide you with the best educational and career development opportunities possible so we can continue to effectively equip the soldier in the field for decisive victory.

I hope you will join with me in embracing the changes and challenges ahead of us as we work toward the Army's transformation to a strategically responsive dominant force. Working together, we must ensure our workforce is properly trained and educated to meet the needs of the Service and comply

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### Volume 3, Number 2

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## Your Newsletter Has a New Name!

As a result of applying the new definition methodology to the workforce, the total number of acquisition professionals has increased. In order to recognize the breadth of occupations and skills that are directly involved in the acquisition of war fighting and support systems, the Army Acquisition Workforce (AAW) has a new name. The "Army Acquisition and Technology Workforce (A&TWF)" more accurately reflects the contributions of all the dedicated professionals who

are involved in every aspect of systems development, requirements determination, technological innovation, logistics support, and financial and acquisition management. Your newsletter will now bear the name *The Army Acquisition & Technology Workforce Newsletter* to mirror this change and honor all workforce members involved in Army acquisition (for details on the new definition methodology, see "Defining the New Workforce" in the fall 2000 AAW Newsletter).



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NEW  
LETTER

## Annual Workshop Highlights

The annual Army Acquisition Career Management Workshop was held in Austin, Texas, Jan. 9–12, 2001. Close to 200 members of the Army Acquisition and Technology Workforce (A&TWF) attended. LTG Paul J. Kern, Director for Acquisition Career Management, formally opened the workshop, addressing the importance of supporting the transformation of the Army and the need to be committed to ensuring that we are not only serving the soldiers of today, but also the soldiers of 2010 and beyond. Following his opening remarks, LTG Kern presented the Acquisition Career Management Advocate and Acquisition Career Manager of the Year Awards (see article on page 4 for details on the winners).

COL Frank C. Davis, Director of the Acquisition Career Management Office (ACMO); Sandy Long, Acting Deputy Director, ACMO; and COL Rob Reyenga, Chief, Acquisition Management Branch, U.S. Army Total Personnel Command

(PERSCOM), provided an Army Acquisition Corps (AAC) update. COL Davis emphasized the need for innovative approaches as the Acquisition Workforce faces the challenges of the future. Sandy Long and COL Reyenga addressed the importance of refining near and long-term objectives and obtaining valuable feedback from the workforce to assess current policies, procedures, and programs. The floor was then opened for comments and questions. The *Army Acquisition Career Management Handbook 2001* was also introduced. This important career management resource is available from your Acquisition Career Manager (ACM) (for details, see text box in “ACMO, AMB, and AAESA Make It Happen” on page 3).

Interactive workshops were presented on the following topics: *Senior Rater Potential*

*Sharon Senecal, U.S. Office of Personnel Management, Eastern Management Development Center, speaks at a seminar during the annual Army Acquisition Career Management Workshop.*



*Evaluation Seminar; Defense Acquisition University Update and Individual Development Plan and Continuous Learning Demonstration; Position Management; Workforce of the Future; and Basics of Acquisition Career Management.* The annual workshop culminated with a presentation on the Office of the Secretary of Defense 2005 Task Force by Keith Charles, Acting Director, Acquisition Education, Training, and Career Development, Office of the Under Secretary of Defense for Acquisition Reform. You can read a detailed overview of the workshop in the May–June issue of *Army AL&T* magazine.

## Kudos to...

*Thanks to all the workforce members who have submitted information for this section. If you know someone who deserves a “Kudos to” for a recent accomplishment, please submit the information to the Acquisition Career Management Office, Cindy Stark, SAAL-ZAC, (703) 604-7123, DSN 664-7123, [cindy.stark@sarda.army.mil](mailto:cindy.stark@sarda.army.mil).*

**Melanie A. Johnson**, Procuring Contracting Officer at Headquarters, Operations Support Command, Rock Island, IL, graduated in December 2000 from the University of Iowa with a master’s in business administration (MBA). Melanie completed her MBA while in the Competitive Development Group Program.

**William H. Swan, Jr.**, Senior Procurement Analyst in the U.S. Army - Military District of Washington Office of the Principal Assistant Responsible for Contracting, was recently recertified as a Professional Contracts Manager through 2005. He also received his 20-year National Contract Management Association pin.

*COL Davis, continued from page 1*

with mandates of statute. Acquisition positions need to be properly described and allocated to the right activities. Also, we will field a fully automated and customer-friendly Management Information System to reduce the administrative burden and long turn-around time for personnel actions regarding acquisition certifications, training applications, and other professional requirements. For military officers, we will implement a system and policy to ensure they have the opportunity to become branch qualified in the Army Acquisition Corps (AAC). We will also ensure that local commanders, pro-

gram executive officers, and program managers have the flexibility to rotate officers in accordance with local priorities and individual needs and desires.

There are, of course, many other challenges facing the Acquisition Workforce. I will attempt to address each one and keep you informed in future issues of this newsletter. Don’t forget this is your newsletter—for you and by you. I encourage you to contact my office or your Acquisition Career Manager (ACM) with questions, suggestions, or comments. A current listing of ACMs can be found on the AAC home page at <http://dacm.sarda.army.mil/contacts>.

**About COL Davis ...** COL Davis has been with the Army for more than 30 years and has served in many acquisition-related positions. He has held a succession of positions in the Ordnance Corps, Procurement, Maintenance, and Combat Developments, serving in the United States, Korea, and Germany. Also, he has been an inspector general, inspection team chief, and lead acquisition inspector at Fort Gillem, GA, as well as Commander for the Defense Plant Representative Office at Boeing Helicopter. In 1996, COL Davis was assigned to the Headquarters Defense Contract Management Command and served in successive positions culminating in the Director, Acquisition Strategy and Customer Support Division. He is Level III certified in Contracting and Program Management, and is a member of the AAC. He holds a B.S. in economics and a master’s in contracting and acquisition management. COL Davis’ awards and decorations include the Legion of Merit, the Bronze Star, the Defense Meritorious Service Medal, the Meritorious Service Medal with six Oak Leaf Clusters (OLCs), the Joint Service Commendation Medal, and the Army Commendation Medal with two OLCs.

# ACMO, AMB, and AAESA Make It Happen

## Teamwork for Acquisition Career Management

**T**he Acquisition Career Management Office (ACMO), the U.S. Total Army Personnel Command (PERSCOM) Acquisition Management Branch (AMB), and the Army Acquisition Executive Support Agency (AAESA) work collectively to support you, the Army Acquisition Corps (AAC) and Acquisition and Technology Workforce (A&TWF). These organizations are key to your acquisition career management process. A description of each organization follows to help you understand how they play a role together in your career development.

**The ACMO** assists the Director, Acquisition Career Management (DACM) and the Deputy DACM (DDACM) by acting as the Army's single point of contact on all matters pertaining to the implementation of the *Defense Acquisition Workforce Improvement Act (DAWIA)*. In this capacity, the ACMO's primary mission is to establish Army policies and procedures regarding all aspects of *DAWIA* and to ensure these are implemented throughout the A&TWF. This mission encompasses the following responsibilities:

- Overseeing accession;
- Developing high-quality education, training, and experience opportunities;
- Establishing career paths;
- Providing for the overall career development of military and civilian workforce members;
- Identifying and defending funding requirements;
- Providing oversight for workforce attendance at the Defense Acquisition University (DAU);
- Publishing Army AL&T magazine;

- Representing the Army on cognizant Department of Defense (DOD) functional boards and workgroups; and
- Developing and implementing programs and processes as directed by the DACM.

Additionally, the ACMO has placed regional directors, Acquisition Career Management Advocates (ACMAs), and Acquisition Career Managers (ACMs) in areas throughout the United States that have a high concentration of A&TWF members. Regional directors are senior-level civilians within designated areas who are responsible for assisting the Acting DDACM and the ACMO in establishing and implementing career management policy in support of Army goals and objectives for a highly qualified A&TWF. They are responsible for overseeing the career development of the region's A&TWF; assisting in the development of policy, procedures, and programs for the management of the A&TWF; and ensuring regional acquisition management requirements are identified and addressed. ACMAs are senior-level civilian AAC members located within organizations having a high number of A&TWF members. They are responsible for command-specific issues and serve as conduits for information flow to and from the organization. As a link

to the DACM from the field, ACMAs offer commands an opportunity to express concerns and to register issues at a higher level. Each member of the A&TWF has an ACM. ACMs provide individual career assistance on a regional basis, and may support multiple ACMAs and commands. It is the ACM's job to facilitate the career management process and serve as a reliable source of information for his or her region.

**The PERSCOM AMB** is responsible for the career management of individual Army acquisition officers, civilian AAC (GS-14/equivalent DOD Civilian Acquisition Workforce Personnel Demonstration Project payband) members, and members of the Competitive Development Group (CDG) Program. Military assignment officers provide centralized management for officers including career counseling, selection board preparation, and slating for command and service school selections. Military assignment officers are organized by grade and career development needs to support the Acquisition Career Development Model (see the *Army Acquisition Career Management Handbook 2001*). The model has three progressive levels that form the basic career path an officer

*ACMO, AMB, and AAESA, continued on page 10*

**The Army Acquisition Career Management Handbook 2001 and the Acquisition Education, Training and Experience (AETE) Catalog** are now available to you through your ACM and on the AAC home page. Be sure to get copies of these important resources! The handbook provides you with the basic information you need to plan your career and take advantage of the opportunities available to you as an acquisition professional. The AETE Catalog serves as an important reference for career development information. The handbook can be found at <http://dacm.sarda.army.mil/news/> and the catalog at <http://dacm.sarda.army.mil/careerdevelopment>.



# Congratulations to the ACMA and ACM of the Year!

The Acquisition Career Management Advocate (ACMA) and Acquisition Career Manager (ACM) of the Year Awards recognize those individuals who have made highly significant contributions that demonstrate exemplary performance of duties resulting in advancements for Army Acquisition and Technology Workforce (A&TWF) programs and initiatives. These awards were presented at the annual Acquisition Career Management Workshop, Jan. 9–12 in Austin, Texas.

## Southern Region's Buttrey Named ACMA of the Year

Dedication to the individual, knowledge of the big picture, and an eye toward the future are all attributes of the winner of the Fiscal Year 2000 (FY00)

ACMA of the Year Award ... **Glen Buttrey**, Director of Business Management, Program Executive Office (PEO), Aviation in Huntsville, AL.

Appointed as an ACMA in March 1998, Glen serves 282 members of the workforce. In addition to his duties as an ACMA, Glen is responsible for all financial management, program planning, budget activities, and business execution of PEO, Aviation and its assigned program/project offices. "Glen is an excellent spokesman and advocate for the AAC, taking every opportunity to communicate its mission, vision, and impact on the field," says Paul Bogosian, Deputy Program Executive for PEO, Aviation. "He continually provides updates to command management as well as the workforce on any new information, initiatives, or policies relative to acquisition career management."

Glen works closely with PEO, Aviation program managers (PMs) to ensure the workforce meets the statutory certification and training requirements of the



**Glen Buttrey**  
FY00 ACMA of  
the Year

Defense Acquisition Workforce Improvement Act (DAWIA) as well as the needs of the command. He led a local effort to develop a training policy that addresses both Army A&TWF and non-A&TWF members. He has also worked closely with the Southern Region acquisition career management director to implement the first Regional Rotational Developmental Assignment Program that provides critical cross-functional training to Army A&TWF members. "This program will provide future leaders who are ready when called upon to serve in key acquisition leadership positions," says Glen. He also uses e-mail distribution and the PEO Intranet to regularly communicate career development information. He established a PEO acquisition bulletin board network where current career management information is posted and easily accessible. Along with other Southern Region ACMs and ACMA, Glen established a regional web site that has proven to be a successful source of career development information for the workforce.

Additionally, Glen is a proponent of the Competitive Development Group (CDG) Program and its members within PEO, Aviation. Glen serves as the senior rater for the six CDG members there and meets with each one on a quarterly basis, making sure they are achieving their developmental objectives. Glen has also served on PERSCOM selection boards and encourages other senior civilian leaders to do the same.

"My success belongs to a lot of other people as well," admits Glen. He says his entire staff is exceptional and gives credit to Bonnie Stewart, PEO, Aviation's ACM, for helping to make the acquisition career development program a success. "My staff and I work closely with Bonnie on a daily basis and the result is a high performance career development team that supports the goals of the AAC and meets the needs of the workforce." Paul Bogosian says Glen realizes that challenges will soon

face the acquisition community and recognizes the need to develop leaders now to fill the gap that will exist in the not-so-distant future. "Glen's focus is on developing a better workforce, ready and qualified to execute programs to acquire high-quality military and aviation systems for the soldier."

## Central Region's Steiner Awarded ACM of the Year

When you first talk with Christi Steiner, you know right away that she

is not your average co-worker. She has that extra energy and enthusiasm for acquisition career development that is contagious. These traits, combined with her understanding of DAWIA, her ability to work as a team player, and her initiative and sheer determination are among the many reasons why Christi was chosen as the FY00 ACM of the

Year. An ACM at Rock Island Arsenal, IL, for more than three years, Christi supports more than 2,000 Army A&TWF members in the nine-state Central Region.

According to nominating official William Turnis, Civilian Executive Assistant, Contracting Center, U.S. Operations Support Command (OSC), Christi is "...a staunch supporter of the Army A&TWF/AAC and their goals. Her enthusiasm and expertise are projected through her interaction with the workforce. She is always eager to apprise anyone and everyone of what the Army A&TWF/AAC can do for their future career development." In an effort to reach all Acquisition Workforce members in her region, Christi single-handedly built a significant distribution network. It is not unusual for her to field more than 50 phone calls, e-mails, and personal visits per day. "She knows who her customers are and provides



**Christi Steiner**  
FY00 ACM of  
the Year

*Congratulations, continued on page 5*

## Acquisition Career Experience Program Expanding

The Acquisition Career Experience (ACE) Program is not your typical summer internship. Just ask the seven students who participated in this past summer's first-ever ACE Program. They will tell you how they gained first-hand experience working in Army acquisition programs before graduating from college—and they got paid for it. The ACE Program recruits exceptional college students with multi-disciplined backgrounds for a two-year summer program working in various acquisition organizations.

According to Sandy Long, Acting Deputy Director for the ACMO, "Our intent is that successful ACE students will become interns in an acquisition career field after college graduation and completion of the program requirements."

### Background

The idea for the ACE Program originated in 1998 when participants of the Army Materiel Command's (AMC) Contracting XXI Blueprint initiative undertook the task of identifying business area improvements important to the future success of Army contracting. Not surprisingly, the group identified revitalization of the workforce as one of the most critical improvements. In response to this finding, representatives from HQ AMC in Alexandria, VA, and the Communications-Electronics Command (CECOM) Acquisition Center Army Acquisition Workforce

Development Group at Fort Monmouth, NJ, developed an outline for the ACE Program. This outline reflected an innovative educational approach that combined business and the sciences into one degree program. James Madison University in Harrisonburg, VA, was identified as a key educational partner because a multi-disciplined Integrated Science and Technology Program, recently developed there with industry, paralleled future ACE educational needs. In 1999, the ACMO agreed to support a pilot ACE Program.

### Hands-On Experience

On June 5, 2000, the seven ACE interns—Justin Creech, Jefferson Kinney, Kyle Peddicord, Matthew Thompson, Scott Wallace, and Douglas Wixted, at Fort Belvoir, VA, and Benjamin Paris at Fort Monmouth, NJ—reported for duty. Each student teamed with an academic advisor and an Army mentor and worked on challenging projects ranging from acquisition issues to knowledge management endeavors. The two-year program features rotations in acquisition functions. The interns' next assignment is based on their desired career goals and their need for exposure to different areas.

ACE Program participant Matt Thompson described his experience saying, "I was able to extend my understanding of knowledge management systems and



ACE Intern Debriefing, August 2000.

**Back row** (left to right): Matthew Thompson, Doug Wixted, Ben Paris, Gregory Seitz (mentor), and Bruce Trimble (mentor).

**Front row** (left to right): Scott Wallace, Gloria McGee (mentor), and Kyle Peddicord.

apply these concepts to the Army acquisition process. In addition, I was given the opportunity to take part in demonstrations given by companies from the private sector to the PEO. This hands-on experience was a valuable tool in helping me to not only understand more about Army acquisition, but also about the processes involved in information technology transfer." Matt also developed and maintained the ACE Program web site, which can be found at [http://dacm.sarda.army.mil/ACE/ACE\\_HOMEPAGE1A.htm](http://dacm.sarda.army.mil/ACE/ACE_HOMEPAGE1A.htm).

### Expanding the ACE Program

Due to its overwhelming success, the program is expanding rapidly. This summer, slots for 40 students are funded. The program is also being expanded to other colleges and universities. ACMs are currently working with local colleges and universities to identify students inter-

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*Congratulations, continued from page 4*

them with the best support possible," says William.

Demonstrating her thorough understanding of DAWIA, Christi identified and communicated two instances of inappropriate applications of DAWIA provisions to the ACMO. In both instances, the ACMO and the Office of the Army General Counsel supported her. In one case, at least five employee separations were averted and others were allowed the opportunity to retire. "Her expertise and timeliness in resolving issues is well known throughout the region," says William, "and her advice is

frequently sought by ACMs and others in the acquisition career management community." Christi also managed the development of the Regional Training Plan and received Department of the Army approval for five courses. Through her innovative planning, acquisition members were able to attend premium classes that enhanced their leadership and team participation skills.

Upon receiving the award, Christi exclaimed, "What a shock and pleasant surprise to hear my name announced! I'm delighted and honored to have been nominated by the OSC and selected by the Army to receive this award." She

went on to say, "As one of the first ACMs to come on board in 1997, I, my fellow ACMs, and the ACMO, blazed some new trails that led the way to providing the Acquisition Workforce with the latest information and best career management tools presently available. It has been an exciting time to be a part of this new, innovative, and continuously evolving Army process. It is your suggestions and comments that provide us the direct feedback necessary to pursue and implement viable improvements to our career management program, so please let us continue to hear from you!"

## New Staff Highlights

**Meet Janet Jones ...** newly appointed ACM for the National Capital Region (NCR) Customer Support Office. Janet joined the NCR staff in October 2000 after serving as a member of the Force Structures Division of the Army Acquisition Executive Support Agency (AAESA). In that position, she provided assistance to the ACMO for facilitation of career development workshops. Janet's career with the Army spans more than 20 years, much of which has been in acquisition-related positions. She was a member of the original AAC Re-engineering Team that evolved into the present ACMO. She was responsible for the civilian workforce certification database and assisted with the administration of the Competitive Development Group (CDG) and Corps Eligibles Programs. Janet has also served in AAESA's Resource Management Division where she supported the ACMO and the AAC by conducting contracting, facilitation, and acquisition certification-related activities. Janet can be reached at (703) 805-1052, DSN 655-1052, [janet.jones@aaesa.belvoir.army.mil](mailto:janet.jones@aaesa.belvoir.army.mil).

**Meet Christine Rimestad ...** who joined the ACMO's NCR Customer Support Office at Fort Belvoir, VA, as an ACM in November 2000. Along with fellow ACMs Mary Berg and Janet Jones, Christine is responsible for providing acquisition career management assistance to more than 6,000 acquisition professionals. Christine has more than 23 years of federal government service, both in the military and as a civilian. Aside from her current position, the entirety of Christine's career was spent in Germany. She held various positions there in the Office of the Deputy Chief of Staff for Logistics, Headquarters, U.S. Army Europe, and at Headquarters, U.S. Army Contracting Command Europe (HQ USACCE). Just prior to moving stateside, Christine was a procurement analyst and command point of contact for HQ, USACCE where she assisted personnel with their training,

education and experience needs. Christine can be reached at (703) 805-2234, DSN 655-2234, [christine.rimestad@aaesa.belvoir.army.mil](mailto:christine.rimestad@aaesa.belvoir.army.mil).

**Meet Anne Galway ...** who joined the NCR Customer Support Office after three years as a contractor in support of the ACMO there. Anne then worked for the Equal Employment Opportunity (EEO) Office at Fort Belvoir, VA, for a year before returning to the NCR in October 2000 as an Acquisition Career Assistant. Anne supports ACMs Janet Jones and Christine Rimestad and is responsible for program oversight of the Army Acquisition Tuition Assistance Program in the region. Throughout her career, Anne has held many civilian positions in human resources and EEO with DOD, largely within the Department of the Navy. She has also worked in the Civil Rights Division at the Justice Department in Washington, D.C. Anne can be reached at (703) 805-1069, DSN 655-1069, [anne.galway@aaesa.belvoir.army.mil](mailto:anne.galway@aaesa.belvoir.army.mil).

**Meet Celeste Goodhart ...** who is new to the Northeast Region acquisition staff, having joined as an ACM in December 2000. Celeste believes in a customer service approach to her job that balances the needs of the organization with employees' career development objectives. Celeste serves 2,400 members of the workforce in New Jersey (Picatinny Arsenal), New York, and Connecticut. She began her Army career in 1973 as a college summer-hire at the Military Ocean Terminal, Bayonne, NJ. After college graduation, she accepted a management analyst intern position in Force Development there. Celeste was then promoted into Methods and Standards where she conducted efficiency reviews and commercial activities studies. Celeste's interests led her into the human resources arena, where she held positions as a staffing spe-

cialist, EEO manager, employee and labor relations specialist, and an employee development specialist for various organizations. She has also worked for the Naval Weapons Station Earle, Colts Neck, NJ; the DOD Domestic Schools in Arlington, VA; and the Department of the Treasury in Vienna, VA. Celeste can be reached at (973) 724-6202, DSN 880-6202, [goodhart@pica.army.mil](mailto:goodhart@pica.army.mil).

**Meet Jim McCarthy ...** who has held the position of ACM for the Northeast Region since September 2000. Jim provides advice and information to managers and employees, interpreting and implementing DAWIA and ACMO programs and policies. Along with fellow ACM Matt Savare, Jim serves 6,000 workforce members. Jim began his government career in 1981 at Fort Monmouth, NJ. He has held various acquisition and career development-related positions at CECOM there, including program and management analyst, accounting specialist, and organizational development specialist. He also provided functional support to PEOs, Command, Control and Communications and Intelligence Electronic Warfare and Sensors while serving as a contract performance measurement specialist in CECOM's Cost Analysis Division. Jim can be reached at (732) 427-1695, DSN 987-1695, [james.mccarthy@mail1.monmouth.army.mil](mailto:james.mccarthy@mail1.monmouth.army.mil).

**Meet Janice Kurry ...** a new addition to the Northeast Region's acquisition team, having joined in October 2000. As an Acquisition Career Assistant, Janice prides herself on being actively involved in the interpretation, dissemination, and implementation of the training requirements mandated by DAWIA. She spends much of her time marketing the various opportunities available to the workforce in her region and providing support to the two ACMs there. Janice began her civilian Army career in 1987 supporting the CECOM Deputy Chief of Staff for Resource Management at Fort Monmouth, NJ. In addition to assisting with acquisition career development activities, she was responsible for all administrative aspects of the Comptroller 11 and 26 intern programs, including professional development and relocation.

*New Staff, continued on page 7*

### The Northeast Region Customer Support Office has moved! New address and phone/fax numbers are:

Acquisition Career Management Office-NE  
ATTN: SFAE-AC-PIC (Celeste Goodhart)  
Building 65, 4th Avenue  
Picatinny Arsenal, NJ 07806-5000

COM: (973) 724-6202  
DSN: 880-6202  
Fax: (973) 724-5918 (temporary)



# Position Management ... What You Need to Know

The following questions, answers, and key points were excerpted from a presentation given by the ACMO Chief of Information Management, Peggy Mattei, at the 2001 Army Acquisition Career Management Workshop in Austin, Texas, in January.

## Frequently Asked Questions:

**Q:** What is position management?

**A:** From the ACMO perspective, position management is the process of storing, maintaining, and reporting accurate acquisition position data. It is also the process of validating that each position meets the definition of "acquisition" (see text box at right) and is assigned an Acquisition Position List (APL) number. From the supervisor's perspective, position management is ensuring that employees'

positions are coded as acquisition if they are performing acquisition duties. It also means keeping the APL command point of contact (POC) informed of position changes (e.g., when an employee leaves

or enters an acquisition position, when position data needs to be modified, or when a position is deleted), and advising employees on who to go to for help with position data on the Acquisition Career Record Brief (ACRB).

## Acquisition Definition

For position management purposes, acquisition occupations are defined as those involved in the life cycle of a system from "cradle to grave." Only key acquisition and technology workforce members are included in this definition (not clerical or support personnel). See the *Army Acquisition Career Management Handbook 2001* (available from your ACM) for a more detailed definition, including categories used for identifying acquisition positions.

**Q:** My position title is wrong in Section I of the ACRB ... who can fix this?

**A:** Contact your APL command POC. Any current position data must be corrected through your APL command POC.

**Q:** Some of the information in Section IX, Assignment History, of my ACRB is not correct ... who can fix this?

**A:** Contact your ACM.

*Position Management, continued on page 11*

*New Staff, continued from page 6*

Janice spent the entirety of her career at CECOM before joining the ACMO staff and was selected as one of CECOM's Ten Outstanding Personnel in 1998. Janice can be reached at (732) 427-1692, DSN 987-1692, [janice.kurry@mail1.monmouth.army.mil](mailto:janice.kurry@mail1.monmouth.army.mil).

## Meet Debbie Buysse (formerly Gower) ...

Acquisition Career Assistant for the Central Region. Debbie joined ACM Fred Andriaschko at the U.S. Army Tank-automotive and Armaments Command in Warren, MI, in November 2000. She has held a variety of positions with the Army since she began her government service in 1984, including secretary, administrative techni-

cian and administrative officer. As an administrative officer, Debbie handled all onsite TACOM Defense Acquisition University (DAU) training courses and managed 600-plus employees within her directorate. As an Acquisition Career Assistant, Debbie's responsibilities include updating ACRBs, reviewing certifications for all career fields and levels, assisting in career fairs, and providing customer support to more than 2,000 Army A&TWF employees in the Central Region. Debbie can be reached at (810) 574-8042, DSN 786-8042, [gowerd@tacom.army.mil](mailto:gowerd@tacom.army.mil).

**Meet Edna Chavez ...** who was assigned as an ACM for the Western Region at White Sands Missile Range, NM, in August 2000. Along with ACM Laurie

Porras and Acquisition Career Assistant Pat Villalobos, Edna supports approximately 2,000 Army A&TWF employees situated within an 11-state region that includes Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. She has over 17 years of federal government service at White Sands Missile Range. Edna served as a training specialist for most of her career, assisting personnel (including the acquisition community) with their training and education needs. Edna can be reached at (505) 678-2041, DSN 258-2041, [chavez@mt.wsmr.army.mil](mailto:chavez@mt.wsmr.army.mil).

## Meet Patricia Villalobos ...

Western Region Acquisition Career Assistant at the White Sands Missile Range since September 2000. Along with ACMs Laurie Porras and Edna Chavez, Pat supports approximately 2,000 employees in the Western Region. With more than 20 years of federal government service at White Sands Missile Range, she began her career as a student aide and has held various positions in the Adjutant General's Office and in Logistics. Pat also served as a technical editor in the Materiel Test Directorate and as the office management assistant to the ACMA and the ACM. She can be reached at (505) 678-1718, DSN 258-1718, [villalop@mt.wsmr.army.mil](mailto:villalop@mt.wsmr.army.mil).

## Welcome New PERSCOM ACMs!

The U.S. Total Army Personnel Command (PERSCOM) is now fully staffed with civilian-dedicated ACMs. **Giselle Whitfield** and **Eileen Reichler** are the newest additions to the team. Giselle's background is in contracting while Eileen's is in acquisition personnel management. Along with four other ACMs, they work side-by-side with the military assignment officers serving 4,000 workforce members in the five regions. Giselle can be reached at (703) 325-9690, [whitfie@hoffman.army.mil](mailto:whitfie@hoffman.army.mil), and Eileen at (703) 325-3222, [reichlee@hoffman.army.mil](mailto:reichlee@hoffman.army.mil). For a complete listing of acquisition career management contacts, log on to the AAC home page at <http://dacm.sarda.army.mil/contacts>.

## Where Are They Now?

### YG97 CDG

In the next few issues of *The A&TWF Newsletter*, we will feature some year group 1997 (YG97) CDG graduates. Here is an in-depth look at two YG97 CDG members.

Recently promoted, **Carlton Brewer** is the new Deputy Product Manager for the In-Flight Interceptor Communication System (IFICS) for the National Missile Defense (NMD) Program in Huntsville, AL. In this position, he is responsible for supporting all technical and programmatic aspects of product management and development. Carlton says his office is staffed with highly qualified professionals and simply put, it is his job to ensure they get all the resources they need to achieve their mission. IFICS provides critical target-location and identification data to the in-flight NMD interceptor.



Carlton Brewer  
YG97 CDG

Carlton began his civilian career with the Army in 1991, serving in various cost and program analysis positions in the PEO, Air and Missile Defense in Huntsville. After his selection to the YG97 CDG, Carlton spent some time in Washington, D.C., working in the Missiles Directorate for the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) and in the Fire Support Division of the Deputy Chief of Staff for Operations and Plans (DCSOPS). He then served as a system integrator for the Army Tactical Missile System (TACMS) Block II/Brilliant Anti-Armor Submunition (BAT) Product Manager (PM) at Redstone Arsenal just prior to being promoted into his current position. Carlton has a B.S. in education from the University of Alabama in Tuscaloosa, AL, and an M.S. in operations research from the University of Alabama in Huntsville. He is a graduate of the Defense Systems Management College Advanced Program Management Course and is Level III certified in Program Manage-

ment and Business, Cost Estimating and Financial Management.

Carlton says his favorite aspect of the CDG Program was being exposed to new people and new career experiences. The most beneficial part of the program for him was the experience gained on the ASA(ALT) and DCSOPS staffs and his stint with the Army TACMS Block II/BAT product office. "I was able to apply what I learned about the 'big picture' at the staff level to the PM job," he says. "I was fortunate to receive these assignments and to work with some great people," he added. "These opportunities definitely helped

position me for my promotion by giving me the chance to work in areas that would not have been accessible to me before." Carlton's advice to those considering the CDG Program is simple: "Don't hesitate to take advantage of this opportunity. It opens doors that might not otherwise be opened to you."

**Julie Hanson** is currently the Acting Deputy Director of the U. S. Army Space and Missile Defense Command Acquisition Center in Huntsville, AL. As a GS-14 operations research systems analyst, Julie is responsible for leading integrated product teams established to further organizational objectives; acquisition workforce tracking and training; budget and personnel issues; and Acquisition Center involvement in space control issues, acquisition program guidance, and directed-energy issues. In addition to staff duties as the Acting Deputy Director, Julie is the Staff Action Officer for both the Army Space Program Office and High Energy Laser Systems Test Facility.

Ten of Julie's 20-plus years of government service have been with Army acquisition organizations. She worked

as a contracting officer and branch chief for the Defense Test and Evaluation Support Activity in Albuquerque, NM, and Huntsville, AL, followed by a five-year stint in the Business Management Office of the Line-of-Sight Anti-Tank Project Office, at Redstone Arsenal, AL. Julie was working in the Policy Office of the U.S. Army Missile Command Acquisition Center when she was selected for the CDG. As part of the CDG Program, Julie worked at the Multiple Launch Rocket System Project Office, PEO, Tactical Missiles, for more than a year before moving to the Space and Missile Defense Command Acquisition Center in January 1999. In addition to being a member of the first CDG year group, Julie is a member of the Defense Leadership and Management Program year group 2000.

Of her CDG experiences, Julie says she most enjoyed *Developing Managerial Excellence: A Program for High Potential Managers* at the University of Virginia's Darden Graduate School of Business Administration.

"The learning experience provided and the interaction with individuals from over 20 countries was an opportunity I don't expect to ever have again," she says. Julie is also grateful for the opportunity to cross-train and become functionally proficient in additional areas that would never have been possible otherwise. According to Julie, "The CDG rotational and developmental assignments allowed me to both show my capabilities and gain confidence over a variety of venues that will, in the long

run, prove most beneficial to my career." Julie went on to say, "The CDG Program offers great opportunities for anyone who is fortunate enough to be selected. Being a self-starter and having the ability to 'bloom where you're planted' are important traits. Membership in the CDG Program allows you access to important tools in shaping your career—but you are responsible for managing your own career. What you get out of it will generally be in direct proportion to how hard you work



Julie Hanson  
YG97 CDG

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## DAU Online/Hybrid Courses Available

The Defense Acquisition University (DAU) is continually transitioning traditional resident DAU courses to distance learning via the Internet. This initiative provides individuals wider access to courses and provides a cost savings to the DAU in travel and per diem. Many courses have already been converted to online formats or transitioned to a "hybrid" configuration (one part online and one part resident). Below is a list of both types of courses currently available:

### Online:

<b>ACQ 101</b>	Fundamentals of Systems Acquisition Management
<b>BCF 102</b>	Fundamentals of Earned Value Management
<b>CON 237</b>	Simplified Acquisition Procedures
<b>IRM 101</b>	Basic Information Systems Acquisition
<b>LOG 101</b>	Acquisition Logistics Fundamentals
<b>PMT 250</b>	Program Management Tools Course
<b>PQM 101</b>	Production and Quality Management Fundamentals
<b>SAM 101</b>	Basic Software Acquisition Management
<b>TST 101</b>	Introduction to Acquisition Workforce Test & Evaluation

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to make it of lasting value to you." Julie adds that it is very important to have a mentor throughout your CDG experience to help maximize your options.

In summary, Julie says: "Be prepared to prove yourself in each new job situation you face as a CDG member. The qualifications on paper that contributed to your selection into the CDG will, in a work or promotion situation, always be weighed against the known capabilities and loyalties of employees already present in the organizations in which you may work during your time as a CDG member. A CDG member needs to realize this going in and work harder and faster to create a niche, add value, and become competitive in new situations."

### Hybrid:

<b>BCF 211</b>	Acquisition Business Management
<b>PQM 201</b>	Intermediate Production and Quality Management

The DAU is working on converting other courses in the near future. ACQ 201, for example, is due to be released as a hybrid in March. This will require individuals to take the first part via the Internet and then attend a one-week resident class. Hybrid courses require the individual to first register for the resident class. Once enrolled, the student is automatically enrolled in the online portion and notified by e-mail with instructions.

Another initiative of the DAU is the re-engineering of PMT 302. The course will be split into two separate courses: PMT

302 and PMT 352. In the future, PMT 352 will be the new course required to obtain Level III certification in Program Management. PMT 401 will be the new course designated for personnel who have been selected or desire to become a PM. The prerequisite for PMT 401 will be PMT 352.

For more information on the conversion of DAU courses to online and/or hybrid versions, log on to the ATRRS Internet Training Application System (AITAS) at <https://www.atrrs.army.mil/channels/aitas/>. **Reminder:** Army personnel must use AITAS to apply for all DAU courses whether they are online, hybrid, or resident. Army A&TWF personnel must also have the DAU course(s) approved on their automated IDP before applying in AITAS. For a complete listing of courses, including those online, check out the DAU web site at <https://dau1.fedworld.gov/dau/index.htm>.

*ACE, continued from page 5*

ested in participating in the program. "It's a win-win situation for everyone," says Northeast Regional Director for Acquisition Career Management Kelly Irvin. "The students gain real-world experience while getting paid and the Army gets superior candidates for the acquisition intern program and future top managers."

Beginning this year, interns will be board-selected. Each student will then be slated according to the needs of the various organizations and the student's area of interest. ACE students begin the program at the GS-4 level and progress to GS-5 their second year.

Students then begin their formal internship at the GS-7 level. The ACMO is responsible for the logistical and administrative details of the student recruiting and board selection. Organizations are responsible for all personnel actions, in-processing, proposing challenging tasks, and providing a mentor for each student.

For more information about the ACE Program, contact Janet Jones at (703) 805-1052, DSN 655-1052, [janet.jones@aaesa.belvoir.army.mil](mailto:janet.jones@aaesa.belvoir.army.mil) or Kelly Irvin, (732) 532-1406, DSN 992-1406, [kelly.irvin@mail1.monmouth.army.mil](mailto:kelly.irvin@mail1.monmouth.army.mil), or visit the ACE Program web site at the address listed in this article.

### Important Information for Organizations Participating in the ACE Program

Student applications are now being accepted throughout all regions and should be completed and submitted to local points of contact no later than March 14, 2001. The application packages should contain a letter of introduction, resume, copy of unofficial transcripts, and letter of recommendation from a faculty member. All application packages will be screened for completeness and forwarded to the selection board, which is scheduled to convene March 20, 2001. The selection board will develop an Order of Merit Listing for each region. It is expected that slating will be accomplished in early April.

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follows in developing functional and leadership competencies. The first level, Functional Expertise, allows an officer to gain expertise in a single acquisition career field (Level III certification) and AAC membership requirements. The second level, Broadening Experience, allows an officer to build cross-functional and leadership competencies through education, training, and experience. The third level, Strategic Leadership, which is considered the Critical Acquisition Position level, allows an officer to apply acquired leadership and functional competencies in key leadership positions. Each of these areas has military assignment officers responsible for various portions of the workforce.

PERSCOM's six civilian ACMs work side-by-side with the military assignment officers, managing the careers of approximately 4,000 AAC and CDG Program members. The ACM's responsibilities are broken up into five regions: Northeast and Central regions, Southern and Western regions, and the National Capital Region (including areas outside the continental U.S.). One of the main functions of the civilian ACMs is to work with civilian applicants to the Project/Product Manager, CDG, and AETE Boards to ensure their application packages are complete and compiled in a competitive manner.

**The AAESA** is responsible for supporting the military through the acqui-

sition life-cycle management of major and significant non-major weapons and information systems. AAESA's strategic plan specifically calls for the agency to research, develop, test, evaluate, acquire, produce, field, and sustain the best weapons and information management systems possible. It also states the agency will maintain a trained, motivated, and experienced acquisition workforce, and provide an integrated network of information systems that deliver a seamless flow of data to customers.

The AAESA provides organizational support to numerous DOD entities, including the ACMO and PERSCOM. To accomplish this effectively, AAESA is divided into three divisions with specific functions, as follows:

#### **Personnel Management:**

- Military and Civilian;
- Personnel Policy and Procedures;
- HQDA Selection Boards;
- DOD Acquisition Demo;
- Army Acquisition Executive (AAE)/Program Executive Office (PEO) Representative Support;
- AAESA Senior Executive Service (SES) Support;
- Awards Program; and
- Total Army Analysis and Quadrennial Defense Review.

#### **Force Structures:**

- Organizational Structure: Policy, Long Range Planning, Studies, and Reviews;

- Organizational Management and Oversight;
- Position/Authorization Reviews and Approvals;
- Command Selection List General Officer Steering Committee;
- Program Management for Acquisition Workbook Analysis Readiness Evaluation;
- System (AWARE), Version 2;
- AAE Workshops; and
- Assistant Secretary of the Army, Acquisition, Logistics and Technology SES Actions.

#### **Resource Management:**

- Planning and Programming;
- Budget Formulation and Execution;
- Program Objective Memorandum (POM)/Budget Estimate Submission (BES);
- PEO Operations and Maintenance Distribution and Oversight;
- PEO/HQDA Coordination/Interface;
- Manpower Management (Program Budget Guidance, POM, BES, Temporary Duty Assignment, User Identification Code, Army Management Headquarters Activity);
- Command Plan; and
- Unliquidated Balances/Negative Unliquidated Obligation Review.

A frequently updated contact list for regional directors, ACMAs, ACMs, and military assignment officers can be found at  
<http://dacm.sarda.army.mil/contacts>.

You can also log onto the AMB staff home page at  
<http://www.perscom.army.mil/OPfam51/amb-staff.htm>  
 for PERSCOM contact information.



Position Management, continued from page 7

**Q:** I had an APL number, but it no longer appears on my ACRB ... what happened?

**A:** You may have changed positions. If so, you have been disconnected from the old APL number and its associated data. If you're a civilian, the Section I position data that is now appearing on your ACRB is coming from the Army's Civilian Personnel System (ACPRS) database. The APL number will remain blank on the ACRB until the APL command POC requests that you be linked to the new position and its associated data. Another possibility is that a position change was detected in the ACPRS database, which has caused you to be disconnected, in error, from your APL number. In either case, contact your APL command POC.

**Q:** Why did my APL number change? I thought it stays with me.

**A:** The APL number does not move with you—it is unique to a particular position. If you move to a new position, you will receive a new APL number that corresponds to the new position's data.

**Q:** I have an employee sitting in a position that is not coded as "acquisition," however that employee is performing acquisition duties ... how do I change this position to acquisition?

**A:** Contact your APL command POC to request that the position be changed to "acquisition." You may be asked to provide them with information about the position so that they can fill in the civilian or military position request form, as appropriate. If the employee is not a member of the Army Acquisition and Technology Workforce, you should also contact your ACM to get the employee's personnel data added into the DDACM database to create the employee's ACRB.

#### Key Points to Remember:

- Only the APL command POC has the authority to request changes to acquisition positions (includes assigning a person to a position).
- The APL number is unique to the position; it does not move with the person.
- Position data in the DDACM database is only as good as the data that is entered.
- Commands must work through their APL command POC to keep position data up-to-date.

To locate your APL command POC, you can either ask your ACM or send an e-mail to [position.management@sarda.army.mil](mailto:position.management@sarda.army.mil) and identify your organization and location. To locate your ACM, log on to the AAC home page at <http://dacm.sarda.army.mil> and click on "Contacts." For more information on position management, contact Peggy Mattei at (703) 604-7108, DSN 664-7108, [peggy.mattei@sarda.army.mil](mailto:peggy.mattei@sarda.army.mil).

## Career Calendar

Date	Event	Location
April 26	Regional Training Course	CECOM, Fort Monmouth, NJ
May 9–10	Regional PEO/DSA/PM Acquisition Commander Acquisition Workshop	Yuma Proving Grounds, AZ
June 4	Acquisition and Logistics Reform Week	Pentagon/Nationwide

The AAC home page has a new look and more useful information than ever before!  
Check it out at  
<http://dacm.sarda.army.mil>

## Helpful LINKS

Take a look at these useful career development web sites! Other helpful links are available on the AAC home page at <http://dacm.sarda.army.mil>.

Acquisition Career Management Office Northeast Region  
<http://www.monmouth.army.mil/cecom/ac/train/aac.html>

Acquisition Career Management Office Southern Region  
<http://southernregion.redstone.army.mil/southernregion/>

Defense Acquisition University  
<http://www.dau.mil/>

Assistant Secretary of the Army for Acquisition, Logistics and Technology  
[http://www.sarda.army.mil/default\\_nscape.htm](http://www.sarda.army.mil/default_nscape.htm)

Your Acquisition Future, Sponsored by the Director, Acquisition Career Management  
<http://www.acq.osd.mil/yourfuture>



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## The Army Acquisition & Technology Workforce Newsletter

Acquisition Career Management Office  
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## Suggestion Box

This is your newsletter—we'd like to hear from you about the kind of information you'd like to see in it. If you have ideas for articles or if you'd like to submit an article for possible publication, please send it to the address below. We'd also like to know what you think about our newsletter and any suggestions you have for making it better.

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